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AN

“INTRODUCTORY”

FROM OUTSIDE;

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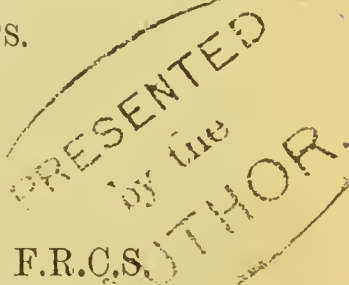
LAY AND PROFESSIONAL MANAGEMENT OF GREAT HOSPITALS.

ILLUSTRATED CHIEFLY FROM BARTHOLOMEW'S,
GUY'S, AND THOMAS'S.



BY

WILLIAM RENDLE, F.R.C.S.



“One of the great evils of the present system with respect to charities is that we dispense with all public control over them. It is too much to suppose that hospitals are managed by angels or archangels, and that their governors do not, like the rest of humanity, stand in need of supervision, of criticism, and of occasional rebuke.”—GLADSTONE, *Speech on Charities*, 1863.

“After all, here I suspect is the real root of the evil. Unlike our English Universities, those great sources of general knowledge, these Hospital Schools are governed by men who were not originally intended for this important office, and who are seldom adequately prepared for discharging so responsible a trust.”—JAMES BLUNDELL, *Reasons*, &c., p. 21.

LONDON:

SOLD BY W. WILLIS, 59, GREAT DOVER STREET, S.E.

1874.

AN "INTRODUCTORY."

THE time has again come formally to introduce us, with due festivity, to the London hospitals, and to the peripatetics who walk and talk and teach in them.

The students, old and new, and those, who with revival of old affection, wish once more to see the old places; and old faces, if any remain—flock to the introductorys—some, with others of their time, comparing notes of the past—some to commence with anxiety the very serious career before them—of these last, some to work and to make a name; some to revel in the sense of freedom without control, and in the opportunity of sowing their remaining wild oats before they settle down in life; if, indeed, some, very few I hope, ever settle.

An important matter, to be well thought over. The doctor's position—here I speak of all doctors—was formerly a mixture of quack, herbalist, and astrologer; inherited more or less from the monasteries. It is now a far different one. Now, if he takes his course wisely, he may from his peculiar position, become the most trusted member of society—to be sought in time of sorrow; in any time of trouble; to help in domestic disagreement and discontent with counsels of peace and forbearance; independent enough to say to the rich that they are members of a great community, to which they owe as much as they can bring, not merely of money, but of kindly bearing and good tact; to say to the poor that most likely they owe to themselves, or to some of their own before them, the privations they must perforce endure: to those first, that they may by unwise management, which takes away health and strength as well, lose all they have; to these last, that they may, if they will, become better and wiser and higher, than many of their own before them. With wise reticence, kindness of manner, presence of mind, and real, rather than showy ability in his profession—with diligence, thrift, and care, the doctor may be the friend of all, and honoured by all. These possibilities being before him, it becomes in the highest degree needful that the schools which are to teach him his profession, and which are perhaps to form his life, shall be well fitted for the purpose; that he shall not only be well taught, but that he shall not, away perhaps for the first time from home and friends, be

unduly exposed to temptation; that no organization of mere men or unfit men shall be suffered to spoil so much prospective good. I have had but little time to put the words together which form this lecture; but I would fain draw attention, imperfectly it may be, to great opportunities, to great institutions, and to some of the defects which so effectually keep them down below the level of their high calling; haply to aid in opening a better way.

The medical student is too often, in such a place as London, exposed to temptations more than he may fairly be expected to resist. With due reference to all people, a first clause of the great prayer is, "Lead us not into temptation;" and afterwards, when that shall have failed, "Deliver us from evil." The student fresh from the country, new more or less to the world, is left to find lodging and association where he may, too often bad enough both; to come and go with easy pressure as to his duties at the hospitals; with but little of kindly guide or counsel. The wonder is that so few wander; that so many maintain the honour of the profession. The student is left to doubtful haunts, lodgings, and associations. There is nothing to prevent arrangement and registration of lodgings, known to be well conducted, open to inspection, and with a list kept at the hospitals.

Hospital corporations are not, or should not be, fortune hunters or advertisers for business, that they should be afraid of doing this. What have they to do with petty jealousies? All the schools might have representatives to meet and settle such matters as these. And we are not without example as to what may be done.

The collegio system at Bartholomew's has for the last six years been in a most flourishing condition and works well. The number of applications is always in excess of the number of rooms. Further, to meet the supplementary and other applications, the warden advises respecting residence outside the college. A reasonable tariff of charges is before me, terms for rooms at eleven shillings and fourteen shillings a week; the rules are good, and such as any man really desirous of study would approve, and they would especially commend themselves, at least to those parents, whose heartstrings as well as pursestrings are so often sorely tried. What should hinder hospitals, with schools, from aiming in this direction? An amazing amount of superfluous money is in this country, always waiting to be used for good purposes. An authorised move, emanating from hospitals not

rich enough to essay any expensive reform, would soon create a current in this direction.

The exclusiveness of most of the richer hospitals takes the unpleasant form of ignorance that will not be enlightened. Possibly the advertisements which I see—that hospital lecturers have vacancies for resident private pupils—may account for the unreadiness to adopt anything which may be for the general benefit. But if so, it is a mistake. I doubt not that the more liberal will be the more profitable course. It is matter of complaint that rejections in the usual examinations are very greatly in excess,* and coaching more than ever the custom. The examiners do not, as a rule, err in severity. I believe this matter of college and regulated lodgings would greatly alter this state of things. At the present, hospitals seem to be competing in laxity of rule; in winking at late attendance, and at frequent absence from lectures; in easily signing papers for doubtful students; if so, the school may make up or increase its numbers. A brilliant man or two is no credit to a school. He is quite exceptional, and would be brilliant anywhere. The true test of the goodness of a school is the steady and sound progress of the whole body of its students. I wish, however, to illustrate what I have to urge by remarks upon the three hospitals named on the title, and will therefore give a short sketch of each, and first—

St. Bartholomew's. This hospital was founded in 1102, and is the oldest of these institutions in London. About 1662 it became also a medical school; lectures were given about 1734; but it was only a little before 1822 that it became of much note, mainly through the name and talents of John Abernethy.

Harvey, Radcliffe, Abernethy, and now Paget, are a few out of many honoured names in connection with Bartholomew's.

The income available for hospital purposes is about £47,000. The hospital has 710 beds; and in 1873 relieved 6,000 in-patients and 144,000 out-patients. A college for affording to the pupils residence, commons, and other advantages, was begun in 1843, and is now doubled in size. At Bartholomew's, as at the two other hospitals, a virtually irresponsible lay government had the opportunity of doing mischief, and so, of course, mischief

* The medical journals would do good service by publishing at stated times a report of the results of examinations, *i.e.* numbers entered for examination, schools, passes, rejections.

was done. The list of complaints below* is not intended as a charge against the present management, for some of them have been admitted and remedied. The references to the past, even where it is somewhat amended, are not unkind nor unnecessary; otherwise the history, traditions and customs, especially of the office of treasurer, could not be at all comprehended.

It is quoted here mainly to show how manifold and great such evils may become, and how healthy it is to let in discussion and public opinion, and to serve as a hint to the unreformed to amend their ways. I hoped, with the *Lancet*, that these complaints from all quarters would have led to a complete inquiry, "and that the Charity Commissioners would have included "Thomas's and Guy's, and other endowed and partially endowed

* A statement of twenty-five charges against the management of this hospital may be read in the *Lancet* of February 19th, 1870. Among them are—that they were their own auditors; that the medical staff was insufficient; that the mode of election of the medical staff was not calculated to ensure the choice of the best candidates, with evidences of jealousies among the staff in keeping others out; wholesale distribution of medicines and advice, injurious to some of the recipients, and unjust to poorer medical practitioners; that the governors treated the staff with neglect, this with evidence of subserviency on the part of the staff towards the governors (not peculiar to St. Bartholomew's); the great majority of the governors knew nothing about hospital affairs, and so left the management to a few, and that most even of the few were unable to attend to it. The following words concerning Guy's and its treasurer, from the "Report of the Commissioners concerning Charities," 32, part 6, 1840, pp. 748—750, will, with the charges against Bartholomew's now given, explain, *mutatis mutandis*, as to both hospitals. The words are—"The governors (*i.e.* of Guy's) have implicitly and wholly delegated to him (*i.e.* the treasurer), not in his official capacity, but as a private individual, the management of the schools." "The school accounts are never exhibited to governors, lecturers, or pupils." "Transactions involving such large pecuniary considerations should not be abandoned to the discretion of any single individual." "He exercises a sovereign and irresponsible authority over the fees." "The nomination of lecturers, and by consequence that of the doctors of the hospital is virtually surrendered to him." "The charity, we cannot say, has suffered so far, but a successor equally qualified is not likely to be found, and much confusion and injury may come as a result of the system of non-interference on the part of those who nominally hold the administrative power." No doubt some changes may have been made in consequence of these strong remarks, but if so they are not very evident. The remarks receive, as to the present time, further elucidation from the circumstances connected with later appointments and non-appointments, and from the absence of all statement as to the duties of the treasurer in the report of 1865. I believe that in spirit, however it may appear, it is, at least in the relation of doctor and treasurer, very much the same at Guy's now, in 1874, as it was in 1840.

"hospitals, in their investigations." It is true that there was an inquiry as to some of them in 1865, but that appears to have been, as to one at least, very perfunctory and partial.*

The treasurer of Bartholomew's has now retired. I hope that hereafter, no officer unless under the complete and active control of a small efficient and responsible committee, including among its members one or more representatives of the medical staff, will be ever suffered to live within hospital precincts. It is a custom fraught with evil. The name of Sir Sidney Waterlow, the newly appointed treasurer, is a guarantee for a good future. For honest business management and capability, and for a sound sanitary reputation, his name stands deservedly high. Part of the funds of this hospital are wisely used for convalescent purposes, the new treasurer having afforded a most munificent aid in one of the healthiest suburbs of London, at Highgate. So the hospital can be relieved of patients who, as in other hospitals, occupy beds, but whose great wants are good air and a little more time to enable them once more to face their daily work.†

St. Thomas's Hospital was founded as an almonry in 1213 and when destroyed by fire was soon rebuilt, near to London Bridge (where it stood in 1861), because of "the pure air and water." The water was famous to the last; I suppose from the brilliancy and taste it obtained from its nitrates! This opinion as to purity was not so absurd as it may seem, for Guy's on one side is a fairly healthy hospital, and Pepper Alley on the other, Dr. Johnson said was as healthy as Salisbury Plain, and much happier. The doctor was not quite right, but, not the less, the health condition of towns, of London not the least, is very much the result of sound common

* When I visited the Charity Commission Office, I remarked that the report as to Guy's was extremely meagre. The answer was that I could not say that was the fault of the office. Now, I am not sure of that, considering the serious objections made by former commissioners as to the scope and nature of the treasurer's office (*vide* last note). The only paper I could see concerning Guy's, in the inquiry of 1865, was a small printed pamphlet of "Regulations for the Internal Management of Guy's Hospital." But in this play of Hamlet the character of Hamlet is entirely left out, for it makes no mention of governors, president, treasurer, nor doctors, nor of their duties. It is the only hospital report I have seen, that tells so little and appears to conceal so much.

† "A convalescent is intimately connected with a curative hospital, and it is "an axiom in medical and surgical practice never to keep a patient a day longer "in the curative hospital than is absolutely essential." Return — *Charities* — 19th June, 1865, p. 223.

sense, if only it can have its way. In 1522 the hospital was especially adapted for poor and diseased people, and, as an incident of the time, some of the linen of the dissolving religious houses was obtained by Bishop Ridley for the use of the sick and sore. In 1632 the total income was £1839 16s. 3d. The patients numbered "300 and odd." The thirteen sisters had 40s. a year each. One "doctor of physie" had £30. One apothecary £60. Three surgeons "£36 a piece," one having £15 more because "he was skilful in cutting the poor for the stones." "An herb woman for physical herbs £4." I know no better way of shewing the relative values of these amounts as compared with the present, than this. The wages for a day's harvest work was then represented by 6d.; now by 5, 6, or 7 shillings. The surgeons were certainly more arbitrarily appointed than even by incompetent treasurers, for, in 1637, James Molins besought the King for a mandamus to compel the governors to appoint him as successor to his father and grandfather, who had been surgeons here before him, and the King wrote recommending him.

The "cubbs," probably the dressers, went round with their masters, who were allowed no more than three; the duty of the "cubb" was "to let blood, mend broken bones, and apply plasters."

A history of this hospital, a wonderfully weak performance, by one of the physicians, was published in 1822. I have the copy which belonged to my lamented friend Mr. Corner, the margins dotted with ! and ?.

In 1814 the hospital contained 430 beds, and relieved 6,323 out-patients.

1861	"	"	493	"	"	41,834	"
1863	the temporary	"	207	"	"	43,708	"
1873	at Stangate	"	450	"	"	45,748	"

The income steadily increases, and is now at least £40,000 a year.* To show the illustrious character of the school, it is enough to mention *Cheselden*, who appears to have given lectures on surgery in 1718; *Oline*, who attended Horne Tooke in the Tower, and afterwards gave an annual dinner to the friends in celebration of his acquittal, "a deist, a democrat, and an honest man, a good husband, a good father, and a good friend," and I may add a surgeon of the highest class; *Thomas Wharton*, Fairfax's doctor, who, in the great plague, stuck to his post when

* One property alone, will probably in 10 years from now, increase by £15,000 a year. Report—*Charities*—1865.

so many fled,* and attended the poor; the limping poet, *Akenside*; *Wells*, whose eulogy has just been spoken by Tyndall; *Mead*, the most successful physician and Mæcenas of his day; the friend of Pope, Halley, Newton, Boerhaave; and of Guy, to whom he suggested the foundation of his hospital. It is said of *Mead*, that he refused the position of president, at Guy's death, because the conditions of the will were not really carried out. *Sir Gilbert Blane*, a father of sanitary medicine; *John Simon*, a greater still; and *Saunders*, the founder of the Moorfields Eye Infirmary. This hospital also, has notoriously suffered from lay mismanagement. It would at first sight appear absurd and impossible that any should think of waiving this great and rich hospital, "the home of the poor in Southwark," away from the London streets, and from the sick and wounded—but so it was; the scheme was broached and pressed to take it to the outer suburbs, or somewhat further, "certainly not within six miles of London Bridge." But for the hospital staff, the press and the southern parishes backed by the city, this or something like it would have been effected. It seemed very odd to the representatives of the parishes to be ushered in with so much state, before the treasurer and governors of the hospital, and still more strange to observe how difficult it seemed to persuade them that the representatives of the parishes, for whose poor and sick it was founded, had any *locus standi*, and that *they* were but trustees, and might not do quite what they would with it.

At that time a munificent citizen, now Sir H. W. Peek, M.P. for Surrey, offered to give some seventy acres of land at Croydon, on conditions—that Bethlem, whose patients needed this change so much, should be removed thither; that Thomas's should, for the Bethlem site, pay the value to the needy London Hospital, and build the new St. Thomas's there. Incalculable benefits to all three would have resulted from this most wise scheme. But it happened that many gentlemen, including the treasurer of St. Thomas's, and his friends, were governors of Bethlem (and, indeed, some of them were, strangely enough, governors, here and there, of most of the charities about), and so the opportunity was lost. Thomas's

* "So many"—that the College of Physicians was closed—not, however, to the thieves, who took the opportunity, and, I am pleased to say, stole all the college funds. So in our modern plague I myself sought through the Borough for physicians. I found all gone but the surgeon, Edward Cock, of Guy's, who, like Wharton, was at his post. It makes one proud to belong to a profession which numbers such men among its members as Wharton and Cock.

Hospital, instead of being wafted away from the sick, is standing, with all its ornaments and peculiarities, in full architectural and expensive rivalry opposite the Houses of Parliament. To meet all these wasteful expenses the charity was long kept in abeyance, the poor suffered; this rich charity, *mirabile dictu*, even asked for subscriptions, and some of its land was sold. It might, however, have been worse; and now, with wise and careful management and a staff more generally equal to its best, it may even become the greatest of medical schools in England, perhaps in the world.

By singular good fortune, tact, and thrift, Thomas Guy, in the last century, made money faster than it was in his power to spend it. With Bible money, and the tickets of seamen left unpaid—the seamen cheated by the state—he amassed something very considerable. In each turn of the wheel or change of investment he made more; and at last, sagaciously selling out his South Sea stock while others held on and were ruined, it was made possible to him to found, and that in his lifetime, perhaps the grandest and most truly charitable institution ever founded by one man. Absurdly enough, some people grudged him a statue in his own hospital and spoke of it as waste. The fine statue is, however, there, the work of a great artist born in Southwark. The hospital was begun in 1722, and finished in 1725; it was built and endowed at a cost of £235,000. On the 6th January, 1725, 60 patients were admitted; in 1738 they numbered 406, and 16 out-patients was the number for one day. The story of Guy's possible marriage with his maid servant, and the anecdote connected therewith is probably mythical. Maitland, who gives a very full account, makes no mention of it. It comes, possibly, from the same sources as the well-known miser print, and the stories of miserly habits—not likely to be in any real sense true; the good deeds of misers being usually post-mortem.

In 1828 came Hunt's great bequest, almost equal to the first, and a new hospital was in consequence founded in the rear of the old. Altogether there are 715 beds; and 80,000 out-patients are attended in the year. The annual income for hospital purposes is about £43,000; more, indeed, than can be fairly spent; as a surplus of about £8000 shows. A magnificent income, not likely to decrease, the value of property continually advancing. In 1836 the income was £21,000, less than half the present. The question as to this surplus is, "What will they do with it?" This talent cannot be buried in a napkin or

in a bank, which would be in this case much the same thing. The hospital is already, if anything, too large. Bartholomew's has a convalescent hospital, Guy's has none, but, as I am informed, receives as gifts the presentations which might otherwise go to poorer institutions. This hospital is rich beyond the power of spending, and other hospitals equally useful can scarcely keep their heads above water.* An annual thousand or so would help—quite within the scope of the charity, for Guy himself did not confine his bounty to one. The schools, in sending well-educated practical men all over the world in the stead of the crafty empirics of former times, must have vast influence for good; they merit, then, more direct recognition, as an intrinsic part of the institution, and not as an accident or excrescence. Guy's spirit would rejoice to see so much benefit over and above that which he had contrived and expected. Or, again, what should hinder a special teaching here of medicine, curative and preventive, to those who go forth as missionaries, without cost to the learners? In this day of Charity Commissioners and public opinion, any surplus of thousands is not likely to be long left with those who know not how to use it.

To a more gracious theme, however. Early in this century Keats, Wakley, and Grainger, were students together at Guy's. Thomas Wakley all for active and practical life, and for the honorable strife necessary to bring good out of evil. John Keats, from his lodgings in Dean Street, to the hospital lecture-room, seeing there, instead of his "subject," "airy creatures floating along the sunbeams."

"To that high capital, where kingly Death
Keeps his pale court in beauty and decay,
He went; and bought with price of purest breath
A grave among the eternal."—*Shelley's Lament for Adonai's*.

Edward Grainger, the founder of the best of private schools; Voltaire's "famous Jurin," was physician here in 1730. John Thelwall was here, with his friend, the genial and handsome "Sir Astley." Maurice, the great and liberal divine, "whom

* St. George's Hospital, with more than 300 beds, and relieving about 16,000 people,
 Middlesex " " 200 " " 20,000 "
 London " " 500 " " 70,000 "

are all receiving help from Sunday collections to keep them fairly going. The London Hospital, as I know, is despite its poverty renowned for its good management. I do not pronounce as to the others,—I am not sufficiently acquainted with them.

everybody loved," was the chaplain. Bright, James Blundell, Addison, and many another name, still in memory, glorify the old precincts of Guy's Hospital.

Well, here are three hospitals, great institutions established and endowed by benevolent persons for the sole benefit of the poor and afflicted, with no reference to treasurer, governors, or others, but as honest and intelligent machinery to administer them wisely and truly; as "THE CHARGE" says, addressing them, "This is to require you, and every of you, with all your wisdoms and power, faithfully and diligently to serve in this vocation and calling, which is an office of high trust and worship; for ye are called to be the faithful distributors and disposers of the goods of Almighty God to his poor and needy members."* Guy's will and the Act of Incorporation breathe the same spirit throughout. It is a high trust; a year's income of the three, if all is counted, is not less than £150,000; a year's work, the relief of perhaps 250,000 sick, and the training from two to three hundred young men for the profession. No doubt many aspersions may be thrown upon this "Introductory;" it usually is in all like cases; it matters not, so that good comes out of it. Rich charities like these are apt to degenerate into close corporations; and they appear to have the power to cloud the inquiries of even Charity Commissioners.

A stagnant pool is not without beauty—a little way off—and the sprites who preside over them, "the lank-eared phantoms of black weeded pools,"† would deprecate the advent of any disturbing wind or living spring; yet the teacher of hygiene, even at Guy's, would no doubt own, that under the guidance of a Higher Hand such winds must come if stagnancy is not to become downright corruption.

The last yearly statistical accounts before me give the numbers of out-patients at Bartholomew's 144,000, at Thomas's 43,259, at Guy's 63,069. In this way advice and medicine are scattered broadcast. No doubt a great reform is here needed, and, indeed, the officers of hospitals, and others thoughtful upon the subject, have so considered; but no expedient such as willing people can generally find out has yet

* "Memoranda relating to the Royal Hospitals," 1836, p. 86.

† Keat's "Hyperion."

appeared.* No doubt this involves enormous evils. Doctors cannot sufficiently investigate, except in a few *primæ facie* genuine, or in fancy cases. The greater number are therefore probably misunderstood, or rather half understood, and are so far mistreated. So the student learns to slur *his* cases—to pass them on or over with but little real knowledge—not treating them, so much as appearing to do so. It also occupies to little purpose, often to a preverse purpose, the valuable time of useful busy men. Further, as medicines are usually given for a week, the changing features of the cases have no appropriate change of treatment—a diarrhœa case sometimes continuing the astringent after the door had been effectually locked! The student learns to exhibit drugs wholesale, and so at the very fountain head sees the demoralizing practice which may by-and-by lower him in the eyes of his patients. Among the mob of out-patients come many who can well afford to pay, who obtain medicine and advice, and are so encouraged in their fraud and falsehood, to the great injury of the young and struggling practitioner. Out of this grows also another bad practice, much complained of near the great hospitals, the selecting from these fraudulent patients some to be attended privately by hospital men. But we must not forget how pleasurable the sound is, in the ears of those who are anticipating full classes and crowded lecture rooms, that at this hospital or that, patients by tens of thousands will pass before the eyes of the astonished students.†

A paradise of unlimited practice and of every description of case is an alluring advertisement! But for the purposes of education, fewer well-selected cases might, perhaps, be better.

I view with some dismay an untoward unkindly rule, which seems to obtain in some of the London Hospitals. I am, however, bound to say that it has the approval of energetic, aspiring young men who want to get in, and who might, indeed, never get in, if the removal of age and wisdom were not somewhat accelerated. The evil I refer to is, that at a certain age officers shall retire and give place to younger men—not all officers; not treasurers, not accountants, not architects, not solicitors—*only doctors*. I think if all, one with

* See, however, Return — *Charities* — 1865, p. 231; Papers by Dr. Guy, "Statistical Society's Transactions, 1856," and *Quarterly Review*, vol. 136.

† Same Return, p. 230.

another, had to retire at sixty, for that is the age, doctors would have to remain. But this is a biological question. What is there in the nature of a "doctor" which implies that at sixty he is unable to exercise a sound judgment or to perform good work? and that nothing remains for the doctor but to go on the shelf and be persuaded that it is honorary? If this is so, the public ought not to be kept in the dark; for the public and the State are in the habit of employing and, indeed, of putting great faith in these effete doctors over sixty. At present the rule is confined to the doctors. Treasurers, now, for instance, can go on almost to eighty, can at this age decide that the doctors are worn out at sixty, can govern a corporation with an income of £50,000 a year, can direct skilfully the healing of 100,000 sick people and the education of 100 young men. That, in *addition*, one treasurer can govern London at Spring Gardens, and can further undertake to educate London at the School Board. It is very strange that names should make so much difference; but it is a question as to the forces of life in different professions, at different ages, and under different names; that is whether the name "doctor" has in it any incapacitating power which "treasurer" has not. The age, then, at which our hospital lay governors decide to bow out the doctors of their staff—the men who have really worked "their" charities—is, I am really informed, sixty, "Sixty, however, is the time at which, in educated people, the highest faculties of the mind are entering on their greatest vigour."* *If this be so, it is, after all, only a scheme for the rapid production of patronage and for the introduction of manageable mediocrity.* But need I quote the *Times* for this? Is it not known to us all that, especially in our profession and in the law, the ripest experience guided by the highest wisdom and judgment is in full flow some years before and after sixty, and that our most illustrious names, past and present, bear out this conclusion. More than this, I think of the humiliating effect upon the profession, when those who know nothing about it, take upon themselves to dismiss men of the highest class, in their prime, in connection with such an arbitrary rule as this. And what do they, who are thus removed, get by this poor and premature exchange? Promotion!

* *Times*, Aug. 19th, 1874, 3rd leading article.

To be made honorary and consulting physician or surgeon! This to the initiated, meaning seldom present, and rarely consulted. True, the presence of the honoured names high on the list in the August and September advertisements helps the school. And the owners of the honoured names permit this! The custom is not, however, wholly destitute of good; objectionable independence is got rid of, and if less experience there is more obedience: and the lay government's misplaced severity is sometimes balanced by foolish forbearance. Will the schools, without offence, take a little stern but honest, and indeed, kindly advice? The thing has happened here and there, and although happily not of frequent occurrence, has been sufficiently so to be talked of and deplored. With every allowance for highly-strung nerves, and for the ambitious attempts to keep up always to concert pitch; the Son of Jupiter and Semele is the last god that should be habitually worshipped by intellect: moreover, gentlemen in this age so seldom forget their position. Such devotees should quietly leave the temple; and worship, if they must, at a more private shrine. Such kindly severity would probably have saved, it was some years ago, one of the brightest and most genial teachers I ever knew at any great London school. This, again, shows how capricious, how wanting in moral firmness, most of the hospital governments are.

At the last Guy's dinner I could not but smile at the high praise bestowed upon that grand and eccentric old master, James Blundell. The old man, passing towards his ninetieth year, ill, but alive, sent his usual contribution for "Auld lang syne." As a member of the staff afterwards said, "Guy's never had a finer lecturer and teacher." Great as even Addison was, he was not Blundell's equal. One always thought of Addison, in hearing Addison—of his subject, in hearing Blundell. But it was possible for an irresponsible layman to drive him, angry and smarting, from the school. Before me now are his "Reasons for his Retirement from the Medical School of Guy's Hospital." His expressions of intense disgust may have been softened by time, and shall be omitted here. He felt, as I now feel, that there was a disagreeable public duty to be done. He says, "Medical graduates have a right to expect that those who belong to their body will not bow down with oriental servility into the dust, to be trodden upon by the lay servants of an hospital."

He details the objectionable steps taken by the one officer to whom he refers, in a pamphlet of twenty-three pages ; which he thus finishes :—“In taking leave of this great establishment I cannot forbear adding that it is not without much regret that I part from my pupils and cease to be the colleague of many excellent friends whom I highly esteem ; and, in the spirit of the Venetian when banished from his native city, I do not forget that the hospital has been to me a sort of alma mater, and on taking my departure I would yet say to it, *esto perpetua!* may it long continue to flourish.” So may I be permitted to say.

I now approach the keystone of this objectional bar to improvement in our temples of health—the *treasurer, with residence*. I have no reason to believe that the office in its spirit and power is much other than when Blundell wrote in 1834, and the Charity Commissioners in 1840, or as in connection with the miserable doings at Thomas’s in 1862, or of Bartholomew’s in 1870. There is still a palatial residence within hospital precincts. The officer is neither servant nor master ; he is apt to be meddlesome and arbitrary, apt to be irritating to highly-educated officials, doctors and others, somewhat under his appointment and control. Entrusted by careless governors with something like despotic power, he is apt to be tempted, by this apparent or real absence of responsibility, beyond his office, and may so substitute caprice for government. There is something wrong and “trying” in the very nature of the office. It seems to affect badly even the best of men who undertake it. A mild man may become despotic : a gentleman may become short, not to say rude ; a just man may do that which to others appears unjust and unfeeling. He seems to be too high to become a kindly friend to an aspiring student. The evils are, however, not inevitable. Instead of a treasurer, not educated, not otherwise qualified for the office, *quasi* independent of every one ; a paid secretary, fully up to all its business, should be appointed. These unpaid offices are often the dearest in the end. He would be content with less state and more work ; he would be under, not over, his governors, and committees ; he would be on a kindly and considerate level with the educated gentlemen of the hospital staff. Kin officers such as superintendents* and accountants might be amalgamated or subordinated.

* The Charity Commissioner refers to the appointment of a superintendent at Guy’s ; which, as he says, insures better statistics, and in minor matters, better management. But the position of this officer is altogether too subordinate, too

What a secretary Maurice of Guy's would have made! and the race of such as he was is not quite extinct. The power of this officer is so erratic. It may, as in the Welsh fasting case, appear to the public to commit a great medical school to a dangerous absurdity; the public knowing nothing of the real relation of the parties. The office would no doubt in this case have been better suited to honest Sancho's doctor, he of Barataria, whose speciality was fasting. But it served very well as a tilt against a windmill, and it served to make manifest a power to employ the servants of an hospital quite outside their hospital duties. It also implied great looseness of management, carelessness of committees, and a dangerous irresponsibility on the part of the treasurer. The *Lancet* noticed this matter at the time in these words:

"We cannot pass without notice the statement that has been publicly made by Mr. Turner, the treasurer to Guy's Hospital, to the effect that he alone was responsible for sending the nurses to watch the girl Sarah Jacobs. It is quite unnecessary to enter into the considerations of Mr. Turner's so-called reasons for thus acting. These are beside the question; and the circumstance that he had any power to decide in such a case is a new and melancholy illustration of the evils that spring from placing the government of an hospital in the hands of a single man, not specially qualified for so great a trust. It is, at least, satisfactory to learn that the medical staff is not implicated in the matter."

I in no respect impugn the good intentions of such an officer. It is, however, quite understood that in human affairs temptation may be carried too far. But what are good intentions? Proverbially a very doubtful pavement anywhere, and not less so in the cooler inner chambers of great hospitals; and mismanagement behind even the very best of good intentions, in the administration of hundreds of thousands of pounds for health purposes, concerns not only the profession but the public.

It had been noted at a former Guy's dinner, and afterwards with emphasis in the *Lancet*, that with a large call throughout the country and abroad for men qualified, at least in fundamental principles, for officers of health, so large a school as Guy's should see to it. Two London Medical officers of health were on the staff, men of repute. Here was an opportunity for natural selection, the appointment of the fittest. It was a great opportunity for a brilliant and short course on the first principles

dependent in position, to be of sufficient influence in more important matters.

of preventive medicine. But no officer of health was appointed, nor any other, known, to stand high in hygienic science. I in no respect blame the gentleman who was appointed to undertake the office (and undertaking has different meanings). He is, in many respects, above my praise; but I do blame the governing power, treasurer or other, whoever he may be, of an institution having so much surplus money, for not conferring at once upon such a school as Guy's, a great chair of preventive medicine, occupied first by some such man as Simon or Parkes is, or at the very least by some practical officer of health.

Another subject—not often comes the opportunity of securing as a teacher a man, not only remarkable in his own school, but remarkable everywhere, possessed of the very rare, almost unique qualities of being at once a consummate master of his science and a superb teacher of it. Yet this folly was committed; the teacher went to another school, and the interests of Guy's appear to have been sacrificed. It must be admitted, however, speaking generally, that it is unfortunately rare to find men of the highest calibre who are able, like Sir Pertinax, to “boo” sufficiently.

I view with suspicion some changes lately made at this hospital. I refer to the teachings in practical surgery. In last year's announcements the names of three high-class teachers long connected with the school appeared, two of them men of long standing, consummate masters of practical surgery. I do not learn that, with pleasant conditions, they were unwilling to continue. But instead of these three names, I see one only, a young man, in this year's announcements.

In *practical surgery*, of all things, men of standing and old experience would seem to be best; and such were already there; and, as I understand, not unwilling to continue. I would be the last to speak against the new man; I believe him to be able and kindly. I mean nothing more than is naturally suggested by the appointment of the treasurer's relative alone, in the stead of the three gentlemen who taught practical surgery last year.

I am far from speaking or meaning to speak of Guy's only, but the treasurers of the other two hospitals have passed away and affairs appear to be mending, while at this one the office is, I am afraid, as irresponsible as ever. I believe that in those who have gone, and in the one that remains, the office of treasurer, with residence, is in its very nature bad, and that no real good will ever be effected until a radical change is made in this respect.

It may be said that a treasurer is not alone, and should not have all the blame. Theoretically, he is of course not without advisers; but who are they? and what is their real influence? They are not fairly visible, not the same, not the highest and most independent, sometimes quite the contrary it may be, and with possibly an object of their own to serve; they may be consulted loosely, here, there, and everywhere; now one, now another, as may seem best for the occasion; if palatable, the advice may be taken; if not, set aside without overmuch ceremony. This is not the way to govern charities with incomes in thousands multiplied by 30, 40, or 50, which might be, and often are, worked by the highest professional intellect of the day. This could not obtain with known recognised responsible advisers side by side with a central administering officer amenable to real governors. These may be, some of them, suggestive suppositions; they are, however possibilities, some of them actualities. I am much mistaken if every phase referred to, and many another, do not occur to the minds of every one engaged in the inner circle of hospital officialism. How often I have hoped that these needful reforms might spring up within the Hospitals, through spontaneous changes, and by the appointment of officers known to desire honest and steady improvement, and even wilful, that is full of will, to effect it. Then this "Introductory" and others which may follow, were unnecessary. And now to the end. Slowly, with much work and many deservings, our profession has emerged through the successive stages of barber, barber-surgeon, and mere apothecary, into a profession of medicine and surgery, and of gentlemen, and into that which is the perfection of gentleman—an intelligent, kindly, independent friend of every class, from the highest to the lowest, and that far more in cloud than in sunshine.

Are we now to undergo the gradual sap, to lose our self-respect, once more to degenerate into a craft, once more learn to be "servile," as Blundell says, and this at the very fountain head of medical education?

Seeing how cavalierly our honoured ones and our younger aspirants are alike treated by the mere lay element of the great medical charities, are we to be surprised at the little honour and scant justice we as a profession get from the state, or at the treatment of our great officer of health by a late subordinate minister? It may be, by some happy conjunction of the chances, that a great physician or surgeon has helped to save a royal life

precious to the state, and may so worthily achieve honours. May we ask that such an one, notably the excellent physician who is to give the Guy's "introductory" this year, may not forget to help his humbler hospital brethren towards a higher and more independent status? And this will not be done by unduly lauding the lay element.

As to the honours we sometimes obtain, the esteem of the people who constitute the best of a nation is worth far more, indeed, eclipses titles; which, after all, are shared with quite other people; obtained it may be from the gratitude of a minister for a service of no intrinsic merit, or as a sop, or from a happy bestowal of expensive hospitality. But for the recognition of great, unselfish, and most dangerous work, going on daily, and known all over the world of philanthropy and science, what reward! What encouragement! Virtue itself? Aye, and sometimes Death.

